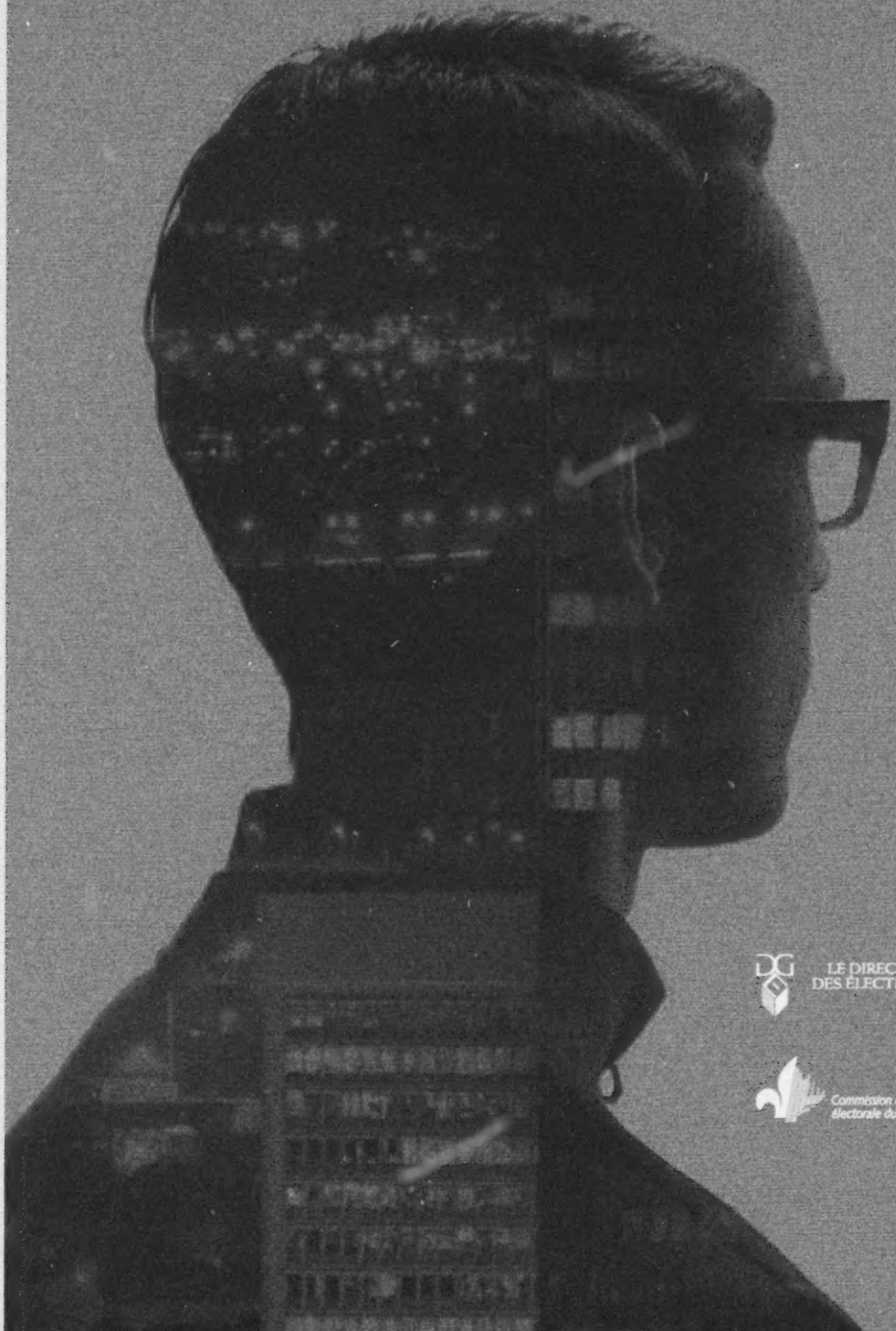
STRATEGIC PLANS 2014-2018



LE DIRECTEUR GÉNÉRAL DES ÉLECTIONS DU QUÉBEC

Commission de la représentation électorale du Québec

2014 • 2018

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Dépôt légal – Bibliothèque et Archives nationales du Québec, 2014
Bibliothèque et Archives Canada
ISBN-978-2-550-70463-8

NEW APPROACHES FOR A NEW PLANNING CYCLE

As an introduction to these new strategic plans, it is important to briefly outline some innovative approaches that distinguish the current planning process from the processes of previous cycles. Reflecting upon the context of recent years and building on their experiences, the Directeur général des élections du Québec (DGEQ) and the Commission de la représentation électorale (CRE) have chosen to adapt their strategy, particularly with regard to revision of the strategic plan, to sustainable development, as well as to research and monitoring.

EVOLVING STRATEGIC PLANS

To ensure that their strategic plans remain relevant and that they continue to truly focus their efforts for the four years to come, the DGEQ and the CRE will evaluate the possibility of revising their respective plans whenever it seems necessary. In recent years, the two institutions have had to deal with a rapidly changing environment, particularly due to the pace of legislative change and the coming to power of two minority governments in seven years.

Although the action plans developed annually by these institutions enable some adjustments, these revision processes will provide the opportunity to make more in-depth revisions to strategic plans whenever necessary. The goal here is to ensure that in addition to meeting brand-new challenges, they will also continue to reflect the real capabilities of the DGEQ and the CRE.

AN INNOVATIVE APPROACH TO SUSTAINABLE DEVELOPMENT

These strategic plans also mark a shift in matters of sustainable development for the DGEQ and the CRE. Although they are not subject to the Sustainable Development Act, they have chosen to adhere to it more concretely while adopting a strategy of their own.

This strategy is broken down first into an institutional policy that will determine how the DGEQ and the CRE adhere to and implement the principles of sustainable development outlined in the Act, as well as how they remain accountable in this regard. This reference document will guide all actions of both institutions.

To clarify the action of the DGEQ and the CRE, the intervention areas of their strategic plans have been paired with principles derived from the Sustainable Development Act[1]. These principles will be measured in conjunction with the objectives by way of shared indicators, designated through a symbol representing a leaf. In this way, the strategic plans will also serve as action plans for sustainable development.

Every year, during the annual planning process, the DGEQ and the CRE will also identify more specific actions as regards sustainable development in order to reach their four-year objectives. Lastly, matters of accountability will be addressed in the institutions' annual management report.

[1] The definition of these principles may be found on the website of the ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques: www.mddep.gouv.qc.ca/developpement/principes.pdf

RESEARCH AND STRATEGIC MONITORING: IMPORTANT ALLIES IN SUPPORT OF THE MISSION OF THE DGEQ AND THE CRE

For the sake of consistency, the strategic plans of the DGEQ and the CRE coincide with the adoption of a new four-year research policy and plan common to both institutions, and with an update of strategic monitoring activities. This new planning cycle is thus characterized by a concern with generating better synergy with res, ect to planning, research and monitoring.

As such, the research and monitoring that will help establish the priorities and annual action plans of both institutions will in turn be influenced by the broad orientations set out in the strategic plans. The actions undertaken in terms of research and monitoring will contribute to the achievement of the established objectives and will provide room for the modification of strategic plans (if needed) to ensure that they remain well adapted to a context in constant flux.

This new approach reflects the desire of the DGEQ and the CRE to better support their decisions and recommendations in order to always provide citizens with the best possible services and to keep abreast of developments in the areas for which these two institutions are responsible.

LE DIRECTEUR GÉNÉRAL DES ÉLECTIONS DU QUÉBEC

MISSION

The DGEQ is an independent institution whose mission is to ensure the integrity of the electoral system. To achieve this goal, the DGEQ:

- **ensures the successful holding of provincial elections;**
- **provides support for the organizing of municipal and school board elections;**
- **ensures the enforcement of political financing rules;**
- **guarantees the full exercise of electoral rights;**
- **acts as public prosecutor; and**
- **promotes the democratic values of Québec society in electoral matters.**

ORGANIZING ELECTIONS AND REFERENDUMS

As the body in charge of organizing provincial elections and referendums, the DGEQ ensures the integrity and transparency of the electoral process, carrying out all steps leading to the holding of elections, including recruiting and training election staff as well as updating the permanent list of electors. To achieve this mandate, the Chief Electoral Officer has the support of returning officers who represent the institution in all 125 ridings. These officers ensure the smooth running of elections.

At the municipal and school board levels, the DGEQ supports returning officers by providing professional and technical assistance as well as training activities. They are also provided with the tools they need to hold successful elections in their municipalities or school board jurisdictions.

ENFORCING POLITICAL FINANCING RULES

In terms of political financing, the DGEQ plays a role as an educator and auditor at the provincial, municipal, and school board levels by ensuring that political parties and candidates comply with election laws at all times, including during political party leadership campaigns and provincial referendums. The institution is in charge of authorizing parties and independent candidates, as well as auditing financial and election expenses reports.

In addition to having these responsibilities, the DGEQ is charged at the provincial level with administering financial support programs in the context of the public financing of political parties. This includes annual allowances, revenue matching and partial reimbursements of election expenses following general or by-elections. Finally, the institution receives and verifies voters' contributions and transmits to authorized entities contributions that are in compliance with established rules.

GUARANTEEING THE FULL EXERCISE OF ELECTORAL RIGHTS

The DGEQ guarantees the full exercise of electoral rights by establishing procedures whereby all citizens who are qualified electors can vote or run for office. The institution ensures convenience, accessibility and fair arrangements for all.

The DGEQ also makes every effort to ensure the dissemination of quality information by providing information and advice regarding the laws under its purview, conducting advertising campaigns, holding information meetings and conferences, in addition to providing various online services. The institution conducts studies and assesses electoral procedures while also recommending to the National Assembly the use of alternative voting procedures or new rules on the financing of political parties. Lastly, the DGEQ can test new voting mechanisms, always with a view to better serving citizens.

THE ROLE OF PUBLIC PROSECUTOR

The Chief Electoral Officer has been designated public prosecutor with the role of initiating criminal prosecution for any infraction of the Election Act, the Referendum Act, the Act respecting elections and referendums in municipalities or the Act respecting school elections. To exercise this function, the Chief Electoral Officer may conduct investigations proactively or upon request, through designated investigators vested with the powers of a commissioner appointed under the Act respecting public inquiry commissions.

PROMOTING THE DEMOCRATIC VALUES OF QUÉBEC SOCIETY IN ELECTORAL MATTERS

The DGEQ promotes the democratic values and principles that underpin the Québec electoral process, i.e. the right to vote and to run for office, as well as participation in associations, political parties and public hearings, the denouncing of illegal election practices, and the interest of citizens in social issues.

To do this, the DGEQ develops information programs and offers educational activities, especially in educational institutions, to stimulate the desire to exercise voting rights and participate in democratic life.

In the field of international cooperation, the DGEQ shares its expertise and know-how with the international community, thus contributing to the promotion of democratic values, knowledge development and the strengthening of electoral systems in other countries.

VISION

An institution with which Quebecers identify, at the heart of an electoral system recognized for its efficiency and integrity, both in terms of organizing elections and in matters of political financing.

With this vision, the DGEQ wants to position itself as an institutional leader in democratic processes. He wishes to ensure that the electoral system inspires the confidence of citizens in every regard and that they fully participate in the democratic life of Québec.

VALUES

IMPARTIALITY

In carrying out their duties, the Chief Electoral Officer and staff demonstrate neutrality and objectivity at all times. They make their decisions according to the applicable rules and make sure to address every situation fairly and equitably. Furthermore, they do not engage in partisan work or publicly express their political views.

INDEPENDENCE

The first facet of the Chief Electoral Officer's independence stems from the fact that all holders of the office are appointed by two thirds of the members of the National Assembly. In addition, he reports directly to the Assembly itself. The second facet of this independence is in regard to financial autonomy, which allows the Chief Electoral Officer and staff to carry out all aspects of their mission. This dual independence ensures that the Chief Electoral Officer has the necessary flexibility to administer the electoral system.

INTEGRITY

Integrity is essential to the preservation of democracy and the electoral system. As such, the institution ensures the integrity of the electoral process before the elections, through the training and support offered to participants in the electoral system. It also ensures that integrity is maintained at the most critical times of the process, i.e. from the issuing of the writ calling an election to the publication of results, through activities conducted during the campaign, and on polling day. Finally, the institution maintains the integrity of the process after the elections, through monitoring and verification as well as investigations and prosecutions.

TRANSPARENCY

The value of transparency applies to the DGEQ in regard to internal management as we. as the management of the electoral system.

In terms of internal management, the DGEQ annually submits a management report to the National Assembly. This report includes the results of the implementation of the institution's strategic plan and the management of funds with which it is entrusted. The DGEQ is also committed to responding to any inquiry or complaint within a reasonable timeframe.

Regarding political financing, the DGEQ makes available the financial reports and election expenses reports of authorized political parties and publishes the list of those providing political contributions. As regards elections, the DGEQ provides stakeholders with the necessary information within a prescribed timeframe and strives to be transparent in all stages of the election-organization process.

Lastly, the DGEQ remains as transparent as possible while taking into account the limitations and requirements related to access to information and the protection of personal information.

FAIRNESS

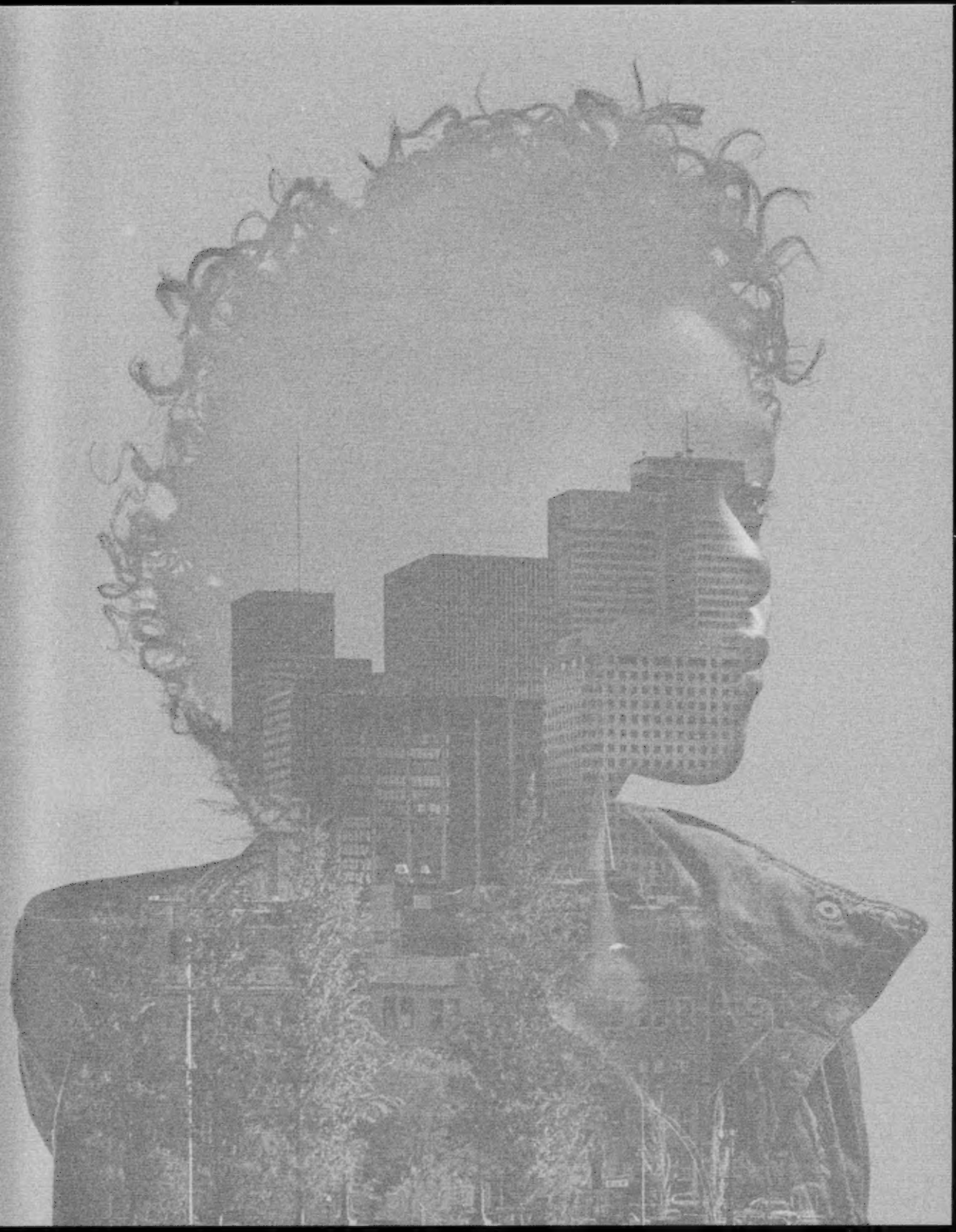
In terms of political financing, fairness is reflected in electoral legislation by offering all candidates and political parties the opportunity to receive the necessary financial means to express themselves politically, while reserving the right to contribute for electors, and electors alone. The desire for fairness also underlies spending and campaign-contribution limits, thereby providing all candidates with a level playing field. Being in charge of implementing these rules, the DGEQ makes sure that all receive fair treatment.

In terms of elections, fairness is reflected in the measures put in place in order for all citizens to exercise their right to vote, especially as regards voting accessibility and dissemination of information. As such, the DGEQ ensures that the electoral process is fair by offering alternative voting methods, and by providing services and information online, such as documents in several languages and audio versions as well.

COMPETENCE

The Chief Electoral Officer and staff make sure to provide services with a high degree of competency so that citizens can fully exercise their electoral rights, and stakeholders within the Québec electoral system feel fully supported in complying with the rules imposed by electoral legislation.

The Chief Electoral Officer and staff also demonstrate competence through the rigour with which they apply rules to maintain the integrity of the electoral system. This applies to all aspects of the institution's mission.



CONTEXT AND ISSUES

Since the implementation of the 2009-2013 strategic plan, the laws governing the DGEQ's mission have undergone significant changes, which have affected the environment in which the institution operates. Since April 2009, some 19 amendments to the Election Act or the Act respecting elections and referendums in municipalities have been adopted. The most important changes have mainly been in the area of political financing, on all levels (provincial, municipal, school board). In addition to these changes, legislation concerning the holding of fixed-date provincial elections and voting in educational institutions have also been adopted. Other legislative changes are expected during the period of the current strategic plan, simply due to the nature of the electoral system, which will continue to evolve and adapt to new realities.

A tendency which also marked the elaboration of this strategic plan is the recent succession of minority governments. In fact, after more than one hundred years of majority governments, two of the last four general elections, including the election of September 4, 2012, resulted in a minority government. For the DGEQ, which must be prepared to hold an election at any time, this faster pace has entailed adjustments to current activities, special projects and development initiatives. Following the election of a majority government in the April 7, 2014 general election, the DGEQ, for the first time in its existence, knows the date of the next vote as a result of the application of the Act modifying the Election Act to provide for fixed date elections. The institution therefore has a four-year horizon, which corresponds to the length of its current strategic plan, to review its methods of making and implementing improvements to the election process.

These contextual elements allow for a better understanding of the environment in which this strategic plan was developed and the major changes that will shape the work of the institution. Along with the aforementioned aspects, the DGEQ has also identified certain issues to be addressed more specifically over the next four years. These have guided the development of the strategic plan and demonstrate the institution's dedication to investing time and effort to meet the challenges associated with such issues.

VOTER TURNOUT

Québec had one of the highest voter turnout rates in North America for a long time. However, like many Western democracies, it experienced a decline in voter turnout at the turn of the twenty-first century. Although Quebecers returned to their previous voting habits in the general elections of 2012 and of 2014, there is no indication that this was a definitive reversal of the downward trend. In fact, various studies indicate a steady decline in voter turnout, exacerbated by a generational effect, given that younger cohorts of electors vote less than previous generations did at the same age.

New social media and the citizen mobilizations that several countries experienced in recent years have reflected an increase in citizens' desire to participate and express themselves politically. New concerns have emerged, which have led to new ways of thinking about democracy and citizen participation, in conjunction with exercising one's right to vote.

The DGEQ can encourage voter participation in certain ways, such as by ensuring the quality and accessibility of elections, and developing advertising campaigns and educational activities concerning democracy. However, the DGEQ is not the only stakeholder involved. Tenuous participation concerns all stakeholders in the system. Each and every stakeholder, from democratic institutions to political parties, as well as members of the media, educational institutions and citizen groups, can do their part in helping increase civic engagement.

PUBLIC CONFIDENCE IN POLITICAL FINANCING

In recent years, mainly in the context of the Commission of inquiry on the awarding and management of public contracts in the construction industry, public confidence in democratic institutions has been seriously undermined. For the DGEQ, the many revelations about illegal financing of political parties, at the provincial and municipal levels, were of particular concern.

The principles of integrity and transparency, which are the foundations of the political party financing system, have been a source of pride for the institution since its establishment To ensure sustainability, many reforms have been adopted and implemented. In this context, it is now more important than ever to regularly evaluate the various existing measures and make the necessary adjustments in order to protect the legislative legacy that the financing system represents and to support its founding principles.

Political party financing, along with the modernization of the system that oversees this process, concerns all stakeholders in the electoral system. The DGEQ cannot stop the illegal financing of political parties alone. However, in accordance with the institution's mission, the DGEQ can guarantee that all available measures will be used to support political stakeholders, detect violations of electoral laws, and institute legal proceedings if necessary.

INFLUENCE AND IMPACT OF THE DGEQ'S SERVICES AND ACHIEVEMENTS

Outside of electoral events, the DGEQ is rarely in the public arena and is consequently little known from the population in general. More recently, the media have mostly shown interest in the institution in light of public denunciations related to political financing, without shedding light on the DGEQ's many other roles.

Playing a privileged role within the democratic system, the DGEQ can and should contribute to maintaining the credibility of the system, in conjunction with other stakeholders. To this end, the institution will have to position itself more clearly through its actions and the decisions it makes. It will also have to better inform the public about its mission, the particularities of the Québec electoral system and to raise awareness as to the importance of participating in this system.

SUSTAINING KNOWLEDGE AND MOBILIZING STAFF

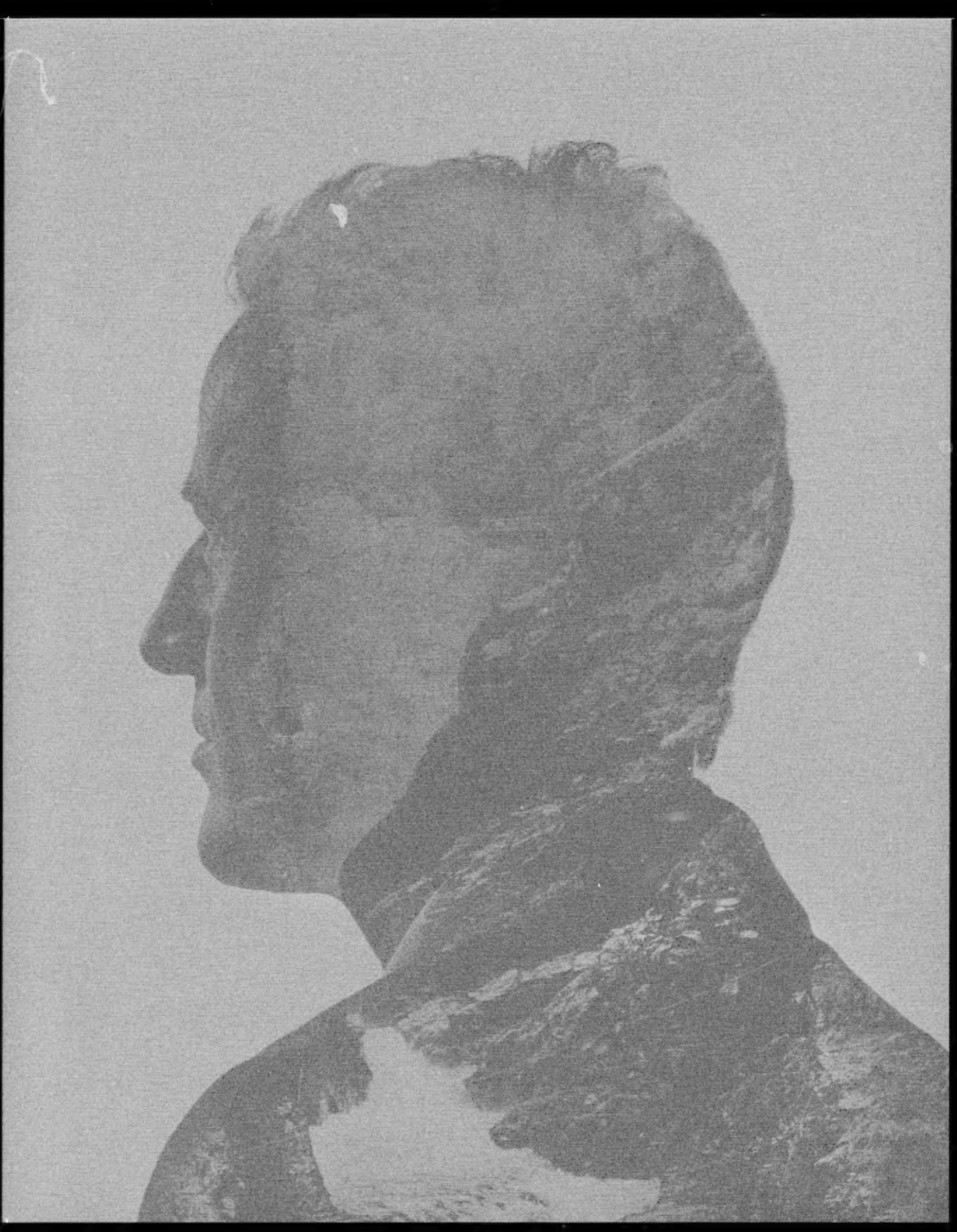
Like all employers in the public sector, the DGEQ faces a scarcity of skilled labour on the labour market, a situation that is particularly worrisome because the workforce is also aging. This new reality engenders many challenges in terms of human resources. Retirements are more numerous, which is forcing the institution to search quickly for competent replacements from an increasingly limited pool of employees. To maintain proficiency, the DGEQ needs to plan measures to ensure the continued development of the institution's expertise.

The rapid turnover of staff also brings about other challenges, concerning for example the mobilization of staff and commitment to the institution. In a context where the workforce has more opportunities available to it, the DGEQ must make every effort to ensure that the institution remains an employer of choice and preserves the continued commitment of its employees.

OPTIMIZING PROCESSES AND TECHNOLOGICAL DEVELOPMENTS TO SUPPORT THE MISSION

Technology is becoming more important in the management of the institution and is transforming certain operations within it. It offers increased effectiveness, efficiency and performance for all aspects of the DGEQ's mission, such as electoral procedures, political financing, the training of staff, and communications. For these new technologies to be used optimally rather than represent an obstacle, it is important to revise certain processes and work methods before proceeding to computerization.

To maintain quality service and ensure a responsible and optimal use of resources, the DGEQ must oversee the simplification of its processes and the modernization of its IT tools. The institution as a whole will have to take this issue into account and take advantage of the opportunities for improvement offered by new technology.



STRATEGIC ORIENTATIONS

The following pages present the major projects that the DGEQ has planned for the next four years in response to the key issues identified. The institution intends to make these orientations priorities that will guide its actions over the target period. The orientations are first divided in intervention areas, linked to principles of sustainable development, and in institutional objectives. These objectives reflect the commitments of the institution for years to come. Desired outcomes are specified using indicators and targets that will track the progress the DGEQ makes towards reaching established objectives.

1-ENSURE THE PROPER HOLDING OF ELECTIONS AND OPTIMAL CITIZEN PARTICIPATION

In response to precarious voter turnout, the DGEQ is first committed to ensuring the quality of elections, both in terms of organization and accessibility, for voters and candidates alike. It is especially through an effective and accessible process that the institution intends to maintain the confidence of citizens and help prevent a greater erosion of voter turnout. The DGEQ also wants to maximize participation by continuing its efforts to inform and educate citizens during the election period.

The effectiveness of the electoral process and voting accessibility

In terms of elections, the DGEQ will focus on the effectiveness and accessibility of the processes that it coordinates in order to ensure fairness and maximize participation and citizen involvement. The institution intends to encourage the application of principles of sustainable development such as social equity and solidarity, as well as participation and commitment.

1.1 Strive for excellence in the organization and holding of elections

One of the primary mandates of the DGEQ is to ensure the completion of all steps leading to the holding of provincial elections, and to support municipal and school board returning officers in the organization of their elections. For this purpose, the DGEQ is committed to excellence at each step leading to an election, from the preparation of lists of electors to voting procedures on polling day, through the recruitment and training of election officers.

INDICATOR	TARGET
Rate of implementation of activities necessary to holding an election or a referendum in keeping with the electoral calendar	100%
Rate of voter satisfaction in regard to the quality of services during a provincial election	90%
Rate of coverage of the permanent list of electors	92%
Rate of current reliability of the permanent list of electors	96%
Number of measures in place to ensure the quality of election officers' work	2

1.2 Optimize processes to promote the full exercise of electoral rights

Ensuring the proper running of elections also involves guaranteeing accessibility. The DGEQ will therefore continue to implement and develop measures to promote the exercise of electoral rights, notably by facilitating both voting and nominations. The institution may, for example, explore increased opportunities offered by related technologies in this regard.

INDICATOR	TARGET
Lowering of the proportion of inaccessible voting locations and voters who are directed to them	10% over a 4-year period
Number of legislative measures put in place to encourage the full exercise of electoral rights	4 over a 4-year period
Number of administrative measures put in place to encourage the full exercise of electoral rights	4 over a 4-year period

1.3 Promote voter participation and measures put in place in order to encourage the exercise of the right to vote

The proper holding of elections also involves the participation of the largest possible number of voters in the process. To encourage voter participation, the DGEQ will make every effort to ensure that citizens obtain the information they need to exercise their right to vote. Particular attention will be paid to raising awareness of the special measures that have been put in place to make it easier to vote. Similarly, citizens will be educated concerning how important it is for a healthy democracy to have citizens participate in elections.

INDICATOR	TARGET
Number of measures put in place to inform electors and encourage voting	To be determined before each election
Proportion of electors who feel they have been informed by the DGEQ	85%
Level of knowledge of alternative voting methods	55%

2-ENSURE THE INTEGRITY, TRANSPARENCY, AND FAIRNESS OF POLITICAL FINANCING

Following recent legislative changes in the area of political financing, the DGEQ has had to invest significantly in the implementation and application of these new measures. In coming years, the institution will continue its efforts in this regard and ensure the effectiveness and fairness of existing rules. It will also continue to support stakeholders in the electoral system and strictly enforce the rules in place. Through such actions, the DGEQ intends to provide leadership in regard to funding so as to promote practices that are more honest, transparent, and fair.

Sound practices of political financing

The DGEQ will use all available means to create the necessary conditions for stakeholders to follow the rules of political party financing so that practices in this area may improve. By promoting integrity in the financing of political parties, the institution is respecting one of the principles of sustainable development, i.e. social equity and solidarity.

2.1 Optimize stakeholders' knowledge through preventive actions designed to ensure respect of their legal obligations

The role of the DGEQ is to apply the rules for political party financing at the provincial, municipal, and school board levels. However, the best way to enforce the rules is to first ensure that stakeholders, i.e. agents and officials, party leaders and candidates as well as treasurers and returning officers for municipal and school board elections, understand and accept them. With this objective in mind, the DGEQ is committed to providing information and support to targeted stakeholders by offering training and facilitating access to relevant documentation. It is also important to provide ongoing support to enable them to confirm the legality of actions undertaken.

INDICATOR	TARGET
Proportion of stakeholders informed or reached during the first month following their appointment	100%
Number of pedagogical tools made available to stakeholders	To be determined on an annual basis
Rate of stakeholder satisfaction in regard to services provided by the DGEQ	90%

2.2 Strengthen control mechanisms as concerns political financing

Since the recent revelations on illegal financing of political parties, the DGEQ has been given new responsibilities in regard to control, including additional levers to ensure that political financing rules are respected. With these new powers, the institution is committed to strengthening control activities, i.e. the auditing of financial reports and election expenses of candidates, political parties, and leadership races.

INDICATOR	TARGET
Webcast reports produced within three months of their receipt	100%
Proportion of financing complying with the rules	100% of the financing granted by the DGEQ
	100% of contributions paid to the DGEQ
Proportion of audited provincial election expenses	100%
Proportion of revised municipal election expenses	80%
Webcast of a criminal registry	March 2015

2.3 Evaluate the effectiveness of public and grassroots sources of political financing

The many changes in political financing rules in recent years have significantly transformed the conditions under which political parties operate. To ensure that the rules are fair and effective for all stakeholders, the DGEQ will evaluate public and grassroots sources of financing at the provincial level in order to propose potential improvements if needed.

INDICATOR	TARGET
Establishing of a framework to evaluate the implementation of recent measures regarding financing and publication of the study	March 2018

3-PROVIDE LEADERSHIP IN PROMOTING DEMOCRATIC VALUES

Given its functions in the electoral field, the DGEQ plays a key role in the Québec democratic system. In this capacity it wishes to play an even greater role in promoting the electoral values underlying democracy. Encouragement for these democratic values will stem both from education about democracy at the national level and support of electoral processes around the world at the international level. The institution will also focus on disseminating its services, actions, and achievements in order to become better known and contribute to the outreach of Québec democracy.

Active presence of the DGEQ and dissemination of actions and services

The DGEQ is committed to maintaining an active presence in support of democracy and the values that underlie it, as much by actions and decisions as by forms of collaboration established on both the national and international scene. The principles of sustainable development i.e. participation and commitment as well as inter-governmental partnership and cooperation, will guide the actions of the institution's participation in the area.

3.1 Play a central role in education on democracy and support for electoral processes

Through this objective, the DGEQ intends to capitalize on its role at the heart of Québec's electoral system, as well as on acquired knowledge and experience in order to support democracy in Québec and elsewhere in the world. As such, the institution will continue to educate and raise awareness about democracy among Quebecers, in particular by addressing young people, women, and new citizens concerning the importance not only of exercising one's right to vote, but also engaging in civic life, including running for office. Internationally, the DGEQ will continue to support the electoral process through the promotion of experience sharing and cooperation.

INDICATOR	TARGET
Development and implementation of an action plan for education on democracy	March 2018
Degree of completion of planned actions in international cooperation	100%

3.2 Promote the actions of the DGEQ among members of the general public

Out of commitment to the population, the DGEQ wants to be more visible in the public arena outside election periods through more concerted efforts to inform citizens about the actions undertaken to ensure the efficiency and integrity of the electoral system and, more broadly, a healthy democracy.

INDICATOR	TARGET
Development and implementation of a public relations plan	March 2018
Increase in the level of public awareness in regard to the activities and services of the DGEQ	10% over a 4–year period

4-MAINTAIN AND UPDATE THE COMPETENCE OF STAFF MEMBERS AND THEIR COMMITMENT TO THE INSTITUTION

In order to overcome new challenges in the area of human resources, the DGEQ will make every effort to attract and retain a qualified and motivated workforce and support its development. Even though it has been working in this direction for several years, the institution intends to increase its initiatives in the area so as to offer a stimulating work environment and favour the development of expertise. Consequently, it will rely on training and knowledge sharing as well as communication and recognition of its employees to maintain their competence and commitment.

An enriching and rewarding workplace

In the context of the current labour market, the DGEQ wishes to support the engagement and expertise of the institution's personnel. A concern with the health and quality of life of staff members and the transfer of knowledge and expertise to promote access to knowledge are the principles of sustainable development that will guide the DGEQ in this area.

4.1 Support the continual development of expertise and knowledge sharing

This objective involves preparing a new generation of employees and supporting current personnel and managers so that the institution can preserve all of its expertise despite more numerous retirements and growing staff mobility. To reach this goal, the DGEQ will prioritize the personnel in place by encouraging training and knowledge sharing and will also promote the recruitment and training of new employees so that the latter might step into the breach as soon as possible. Lastly, the institution will make sure to support and equip managers who play a key role in the continual development of expertise and the sharing of knowledge.

INDICATOR	TARGET
Number of developmental and support activities in place for new staff	To be determined annually
Number of knowledge-sharing measures in place	To be determined annually
Proportion of employees having received training linked to a job or career	80% each year
Proportion of payroll invested in training	1%
Number of measures in place to support managers	To be determined annually

4.2 Provide a work climate that favours staff engagement by building on communication and recognition

This objective reflects the desire of the DGEQ to ensure a work climate favourable to the engagement and commitment of personnel with respect to the institution and its mission. In the interest of offering a convivial and hospitable work environment, the DGEQ will accentuate internal communication initiatives in order to ensure that the personnel is both informed and heard. It will also pay particular attention to employee recognition. These various measures will target both institution personnel and returning officers. They will create a better quality of working life and make the institution a more attractive place to work.

INDICATOR	TARGET
Employee engagement rate	Increase to be determined after the first survey
Updating of the service offer with respect to human resource management	March 2015
Development and implementation of an internal communication plan	March 2018
Number of measures in place concerning employee recognition	2 within a period of 4 years
Number of measures in place concerning attraction and retention of personnel	2 within a period of 4 years

5-BE AN EFFECTIVE AND ECO-RESPONSIBLE INSTITUTION

This strategic orientation reflects the DGEQ's commitment to being an efficient and eco-responsible institution by drawing upon technological opportunities, optimizing procedures, and respecting environmental concerns connected with sustainable development. Even though the institution has already taken various actions in this regard, it hopes to better target and coordinate its efforts and accountability procedures in order to be more effective.

Optimal and responsible use of resources

Responsible consumption of resources and their optimal use are a concern for the DGEQ. In fact, it is important to responsibly manage the credits granted by the National Assembly and avoid wasting any resource. Furthermore, such principles of sustainable development as economic efficiency and responsible production and consumption will serve as benchmarks to guide the actions of the DGEQ.

5.1 Consolidate internal procedures

Out of a concern for efficiency and in order to maximize the efforts invested in each activity, the DGEQ wishes to revise certain internal procedures so as to consolidate and optimize them, especially by calling upon new technologies depending on advisability. Thus each year the institution will choose an internal procedure that concerns several divisions and analyze and improve it. The institution will also equip itself with results-based management tools by developing a frame of reference in risk management.

INDICATOR	TARGET
Number of cross-functional procedures revised and optimized	1 per year
Development of a frame of reference in risk management	March 2018

5.2 Reduce the consumption of material resources and the production of waste

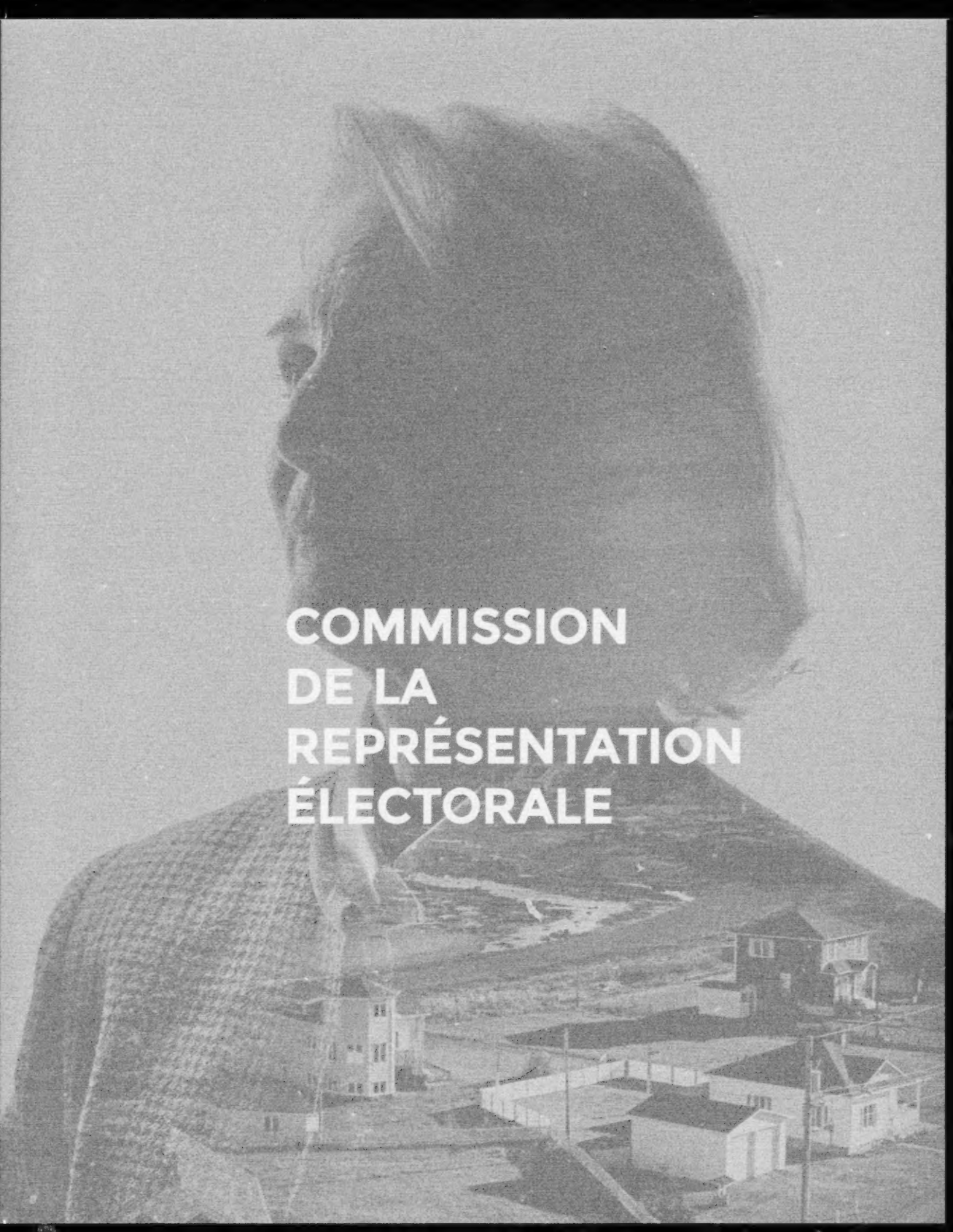
In order to promote responsible consumption and limit the ecological footprint of the institution's daily activities, the DGEQ will continue with its efforts to maintain the lowest possible level of material-resource and energy consumption as well as waste production. These actions will be accompanied by consciousness-raising measures designed for staff, so that everyone will contribute to building an eco-responsible institution. As such, this objective primarily addresses environmental concerns, but does not neglect matters of economic importance.

INDICATOR	TARGET
Development and implementation of an environmental management framework	March 2018
Number of consciousness-raising activities for personnel	2 per year

MISSION	VALUE	VISION	ISSUE
The DGEQ is an independent institution whose mission is to ensure the integrity of the electoral system. To achieve this goal, the DGEQ: • ensures the successful holding of provincial elections; • provides support for the organizing of municipal and school board elections; • ensures the enforcement of political financing rules; • guarantees the full exercise of electoral rights; • act as public prosecutor; and • promotes the democratic values of Québec society in electoral matters.	• Impartiality; • Independence; • Integrity; • Transparency; • Fairness; • Competence.	An institution with which Quebecers identify, at the heart of an electoral system recognized for its efficiency and integrity, both in terms of organizing elections and in matters of political financing.	• Voter turnout; • Public confidence in political financing; • Influence and impact of the DGEQ's services and achievements; • Sustaining knowledge and mobilizing staff; • Optimizing processes and technological developments to support the mission.

STRATEGIC ORIENTATION	INTERVENTION AREA	INSTITUTIONAL OBJECTIVE	INDICATOR	TARGET
1- Ensure the proper holding of elections and optimal citizen participation	*The effectiveness of the electoral process and voting accessibility* Social equity and solidarity Participation and commitment	1.1 Strive for excellence in the organization and holding of elections	Rate of implementation of activities necessary to holding an election or a referendum in keeping with the electoral calendar Rate of voter satisfaction in regard to the quality of services during a provincial election Rate of coverage of the permanent list of electors Rate of current reliability of the permanent list of electors Number of measures in place to ensure the quality of election officers' work	100% 90% 92% 96% 2
		1.2 Optimize processes to promote the full exercise of electoral rights	Lowering of the proportion of inaccessible voting locations and voters who are directed to them Number of legislative measures put in place to encourage the full exercise of electoral rights Number of administrative measures put in place to encourage the full exercise of electoral rights	10% over a 4-year period 4 over a 4-year period 4 over a 4-year period
		1.3 Promote voter participation and measures put in place in order to encourage the exercise of the right to vote	Number of measures put in place to inform electors and encourage voting Proportion of electors who feel they have been informed by the DGEQ Level of knowledge of alternative voting methods	To be determined before each election 85% 55%
2- Ensure the integrity, transparency, and fairness of political financing	*Sound practices of political financing* Social equity and solidarity	2.1 Optimize stakeholders' knowledge through preventive actions designed to ensure respect of their legal obligations	Proportion of stakeholders informed or reached during the first month following their appointment Number of pedagogical tools made available to stakeholders Rate of stakeholder satisfaction in regard to services provided by the DGEQ	100% To be determined on an annual basis 90%
		2.2 Strengthen control mechanisms as concerns political financing	Webcast reports produced within three months of their receipt Proportion of financing complying with the rules Proportion of audited provincial election expenses Proportion of revised municipal election expenses Webcast of a criminal registry	100% 100% of the financing granted by the DGEQ 100% of contributions paid to the DGEQ 100% 80% March 2015
		2.3 Evaluate the effectiveness of public and grassroots sources of political financing	Establishing of a framework to evaluate the implementation of recent measures regarding financing and publication of the study	March 2018
3- Provide leadership in promoting democratic values	*Active presence of the DGEQ and dissemination of actions and services* Participation and commitment Inter-governmental partnership and cooperation	3.1 Play a central role in education on democracy and support for electoral processes	Development and implementation of an action plan for education on democracy Degree of completion of planned actions in international cooperation	March 2018 100%
		3.2 Promote the actions of the DGEQ among members of the general public	Development and implementation of a public relations plan Increase in the level of public awareness in regard to the activities and services of the DGEQ	March 2018 10% over a period of 4 years
4- Maintain and update the competence of staff members and their commitment to the institution	*An enriching and rewarding workplace* Health and quality of working life Access to knowledge	4.1 Support the continual development of expertise and knowledge sharing	Number of developmental and support activities in place for new staff Number of knowledge-sharing measures in place Proportion of employees having received training linked to a job or career Proportion of payroll invested in training Number of measures in place to support managers	To be determined annually To be determined annually 80% each year 1% To be determined annually
		4.2 Provide a work climate that favours staff engagement by building on communication and recognition	Employee engagement rate Updating of the service offer with respect to human resource management Development and implementation of an internal communication plan Number of measures in place concerning employee recognition Number of measures in place concerning attraction and retention of personnel	Increase to be determined after the first survey March 2015 March 2018 2 within a period of 4 years 2 within a period of 4 years
5- Be an effective and eco-responsible institution	*Optimal and responsible use of resources* Economic efficiency Responsible production and consumption	5.1 Consolidate internal procedures	Number of cross-functional procedures revised and optimized Development of a frame of reference in risk management	1 per year March 2018
		5.2 Reduce the consumption of material resources and the production of waste	Development and implementation of an environmental management framework Number of consciousness-raising activities for personnel	March 2018 2 per year

: Principle or indicator of sustainable development.



COMMISSION DE LA REPRÉSENTATION ÉLECTORALE

MISSION

The Commission de la représentation électorale (CRE) is an independent institution whose mission is to draw up the electoral map of Québec and, where required, those of municipalities and school boards, by promoting the consultation of citizens and by ensuring them fair and equitable representation.

DRAWING UP THE QUÉBEC ELECTORAL MAP

The Election Act entrusts the CRE with the mandate to define new electoral division boundaries after the second general election following the last delimitation. To this effect, it must submit to the National Assembly, within a period of twelve months following that election, a preliminary report where it proposes new electoral division boundaries. The Act also provides for the holding of public hearings to give the institution an opportunity to hear representations from Members of the National Assembly and from interested citizens and organizations. After having analyzed the submitted representations, the CRE prepares and submits a report outlining new electoral division boundaries. The report is then subject to debate at the National Assembly, after which the CRE definitively establishes the boundaries. This decision is then published in the *Gazette officielle du Québec*.

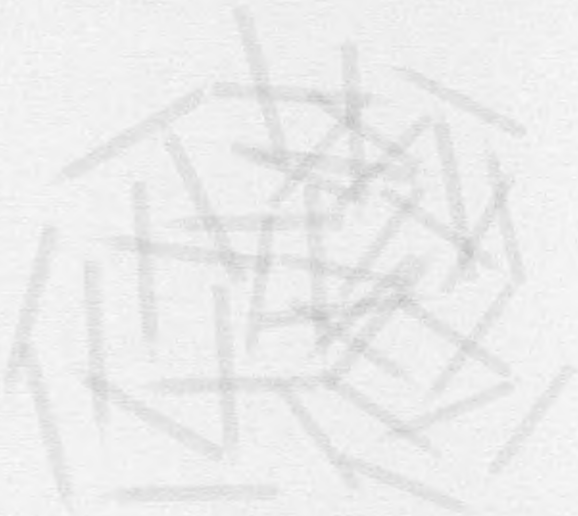
SUPPORTING THE DRAWING UP OF MUNICIPAL AND SCHOOL BOARD ELECTORAL MAPS

According to the Act respecting elections and referendums in municipalities and the Act respecting school elections, it is up to municipalities and school boards to proceed with the division of their territory for electoral purposes. The CRE ensures that municipalities and school boards receive the necessary support, either through training sessions and/or professional and technical support, concerning the procedure for establishing boundaries. The CRE intervenes when the criteria of the Act respecting elections and referendums in municipalities or the Act respecting school elections are not respected or when there is public opposition. In this case, the CRE will hold a public hearing, after which the organization itself will proceed with the division or maintain the boundaries already adopted by the municipality or school board.

VISION

An institution that listens to the population and is recognized as a quality reference in matters of electoral representation.

Through this vision statement, the CRE expresses its desire to be an institution that remains close to citizens, listens to their concerns, and ensures just and fair representation. This vision also reflects its desire to become better known – by the general public, by other stakeholders from the sector, and by its partners – for its expertise in dividing territory for electoral purposes. Lastly, it expresses the institution's desire to position itself, through its knowledge and experience, as a reference and source of inspiration in matters of electoral representation.



VALUES

Through the present strategic plan, the CRE reaffirms the values that guide its day-to-day work. All being of equal value, the order in which they are presented here does not reflect priority.

IMPARTIALITY

The CRE is made up of a chair, who is also the Chief Electoral Officer, and two commissioners, all of whom are impartial in the exercise of their duties. They are bound by an ethical and a professional code stipulating that they must not be members of any political party and must act independently of any partisan consideration. They must also abstain from any public expression of their political opinions.

FAIRNESS

For the CRE, fairness is a flagship value by the very nature of its mission, which leads it to take effective voter representation into account, and its two key components, i.e. equality as regards the vote and respect for natural communities. Also, the fairness of the CRE is reflected in its treatment of the citizens with whom it interacts, especially during public consultations.

INDEPENDENCE

The method of appointing commissioners, which requires the support of two thirds of members of the National Assembly, guarantees the independence of the CRE with respect to political authorities. Moreover, in order for the CRE to have the necessary resources to accomplish its mission, the DGEQ, also an independent institution, puts its personnel at the disposal of the CRE.

TRANSPARENCY

The transparency of the CRE is apparent in a number of ways. Firstly, the institution makes sure to clearly explain the guiding principles of its work in dividing territory for electoral ends. Also, when required, it holds public hearings, announced beforehand to enable all concerned stakeholders to react. Lastly, it ensures that the decisions it makes are disseminated as widely as possible.

THE ABILITY TO LISTEN

The ability to listen and to take into consideration all the points of view it hears is an essential value for the CRE. This attitude allows it to make enlightened decisions respecting the individuals concerned and the opinions expressed.

COMPETENCE

Rigour, diligence and dedication to justly applying the rules and principles of electoral representation are constant concerns for members of the CRE. As such, competence is a guiding value toward the fulfillment of its mission.

CONTEXT AND ISSUES

The current 125 electoral divisions whose names and boundaries were published in the *Gazette officielle du Québec* in October 2011, served for the holding of the general elections of September 4, 2012 and of April 7, 2014. In accordance with the provisions of the Election Act, the CRE undertook, the day after the last provincial election, the work needed to establish a new electoral map for Québec.

The population of Québec has continued to increase since the drawing up of the last electoral map, which is based on data concerning the number of electors from November 2007. With time, inequalities in representation have appeared, while others have been accentuated, thus threatening to affect the relative equality of each vote in the near future.

Once again, the dispersal and unequal growth of Québec's population are focal concerns for the CRE. This situation arises from a now established trend of population movement towards large cities, especially peri-urban sectors. This means that the number of electors increases quickly in certain electoral divisions, but stagnates or even shrinks in others. In this context, the CRE will have to take demographic trends into consideration and make necessary adaptations in order to ensure a just and equitable representation for all Québec electors.

Furthermore, during the next four years, the CRE will seek to ensure that municipalities and school boards receive the necessary support for their division work. Documentation and training as well as professional and technical support will be provided so that they may successfully complete the division of territory for electoral purposes. The degree of support provided will be based on the needs of the municipalities and school boards.

The institution will also have to stay abreast of all legislative changes that might influence its work, on the provincial, municipal and school board levels.

These contextual elements have led the CRE to target the two issues outlined below as focal points for its actions for the next four years.

FAIR REPRESENTATION

Fair and equitable representation of voters in democratic institutions remains the fundamental concern for the CRE. As demonstrated in the last revision of Québec's electoral map, the Commission must respond to major challenges in this area, and these challenges are primarily related to demographic trends and to the uneven population distribution of Québec. In fact, the concentration of the population on the periphery of urban centres sometimes causes the CRE to face conflicting concerns, while seeking to ensure fair and equitable representation for all citizens.

The CRE will have to take these concerns into account when carrying out its duties, particularly at the provincial level, and find a way to deal with opposing forces, while ensuring the best possible balance between fair representation and respect for natural communities. To do this, good knowledge of the territory and of the communities that live there is essential. The Commission will also seek to provide the necessary support to stakeholders at the municipal and school board levels, as they must also ensure balanced representation.

INFLUENCE AND IMPACT OF THE CRE

In order to carry out its work in the best possible environment, stakeholders, partners and citizens must be well informed about the CRE and the principles and rules that guide its activities. To achieve this goal, the Commission will have to make itself better known to the general public, as well as to the stakeholders and partners with whom it collaborates more closely, since sometimes even such interested parties have trouble distinguishing the CRE from the DGEQ.

Faced with this challenge, the CRE will have to make sure that its role is well understood by stakeholders and the general public alike. It must also ensure a better dissemination of the principles and rules guiding its actions, as well as those of municipalities and school boards in the area of electoral representation. Thus a better understanding of the institution's work and of the criteria for the delimitation process will help make the CRE's decisions and motives more accessible. This will reinforce the Commission's credibility and help maintain its independence.

STRATEGIC ORIENTATIONS

The following pages present the priorities that the CRE wishes to set for upcoming years. These broad orientations are divided into intervention areas, institutional objectives and targets, so that the institution's commitments are clearly defined for the duration of the strategic plan.

1-ENSURE A FAIR AND EQUITABLE REPRESENTATION OF ELECTORS

By the very nature of its mission, the CRE will ensure that Québec electors at all elective levels are represented equally and fairly in democratic institutions according to criteria established by legislation.

Drawing up of Québec's electoral map

The first intervention area, at the heart of the CRE's mission, is the drawing up of a new electoral map for Québec. The principles of delimitation and respect for those affected by the changes are consistent with notions of social equity and solidarity, one of the principles of sustainable development.

1.1 Conduct the work related to drawing up Québec's next electoral map

In accordance with the provisions of the Election Act, the general election of April 7, 2014, the second since the last revision, triggered the process of revising the electoral map. The process of defining electoral boundaries has therefore been initiated the day following the election. During the period covered by this strategic plan, the CRE will thus conduct the process leading to the drawing up of Québec's next electoral map.

INDICATOR	TARGET
Monitoring of the delimitation process in accordance with the Election Act	100%
Publication of the new delimitation in the *Gazette officielle du Québec*	Once the decision is made by the CRE

Support and training at the municipal and school board levels

The CRE also plays a leading role in the field of delimiting municipal and school board electoral territories by providing support and training for stakeholders. The actions of the Commission are once again guided by one of the principles of sustainable development, i.e. social equity and solidarity.

1.2 Train and support municipal and school board officials

As it is the responsibility of the municipalities and school boards to draw up their own electoral maps, support and training provided at the beginning of the delimitation process facilitates the successful completion of subsequent steps. Thus training sessions will be offered to municipal and school board stakeholders. The possibility of verifying certain technical aspects related to the delimitation and description of electoral territories will be available as well.

INDICATOR	TARGET
Number of proposed training activities	To be determined annually
Proportion of verified proposed drafts	65%

1.3 Conduct the analyses necessary to review or establish a municipal or school board electoral map

In addition to supporting and training municipal and school board stakeholders, the CRE plays an important role in the verification and approval (if applicable) of electoral maps adopted by municipalities and school boards. It is in this context that the Commission commits itself, over the next four years, to examine all the draft by-laws in regard to electoral districts and all resolutions concerning electoral divisions submitted to it. In the case of public opposition or non-compliance with delimitation criteria, the CRE will intervene in accordance with legislative stipulations.

INDICATOR	TARGET
Number of analyses conducted	100%

2-INCREASE THE CRE'S VISIBILITY WITH THE GENERAL PUBLIC AND AMONG ITS STAKEHOLDERS

Considering that the delimitation of electoral territories is one of the first stages of the electoral process, and that a fair and equitable representation is essential for the process to function smoothly, the CRE will make sure to raise awareness concerning the principles and rules governing the division of territory for electoral purposes. This will ensure that both electors and stakeholders have the best possible understanding of this exercise. The Commission will also reach out with a view to promoting a better understanding of its mission, which is both separate from and complementary to that of the DGEQ.

Well targeted activities and communications

Through targeted activities and communications, the CRE is committed both to raising awareness concerning the principles of electoral representation and reaching out to its partners and the public at large. By disseminating information and participating in public relations activities, the CRE is respecting another of the principles of sustainable development, which is access to knowledge.

2.1 Promote the role of the CRE as well as the principles of electoral representation and the rules of territorial delimitation

In order to raise awareness concerning its role and the principles and rules of electoral representation, the CRE is committed to being more visible in the public arena. First, it will create a website to coincide with the unveiling of Québec's new electoral map. Then it will focus on targeted public relations activities designed to highlight the principles and rules of electoral representation.

INDICATOR	TARGET
Creation of a website for the process of developing the Québec electoral map	April 7, 2015
Elaboration of a public relations plan to raise awareness about the CRE and its electoral representation principles	March 2018

MISSION	VISION	VALUES	ISSUE
The Commission de la représentation électorale (CRE) is an independent institution whose mission is to draw up the electoral map of Québec and, where required, those of municipalities and school boards, by promoting the consultation of citizens and by ensuring them fair and equitable representation.	An institution that listens to the population and is recognized as a quality reference in matters of electoral representation.	• Impartiality; • Fairness; • Independence; • Transparency; • The ability to listen; • Competence.	• Fair representation; • Influence and impact of the CRE.

STRATEGIC ORIENTATION	INTERVENTION AREA	INSTITUTIONAL OBJECTIVE	INDICATOR	TARGET
1- Ensure a fair and equitable representation of electors	*Drawing up of Québec's electoral map* Social equity and solidarity	1.1 Conduct the work related to drawing up Québec's next electoral map	Monitoring of the delimitation process in accordance with the Election Act	100%
			Publication of the new delimitation in the *Gazette officielle du Québec*	Once the decision is made by the CRE
	Support and training at the municipal and school board levels Social equity and solidarity	1.2 Train and support municipal and school board officials	Number of proposed training activities	To be determined annually
			Proportion of verified proposed drafts	65%
		1.3 Conduct the analyses necessary to review or establish a municipal or school board electoral map	Number of analyses conducted	100%
2- Increase the CRE's visibility with the general public and among its stakeholders	*Well targeted activities and communications* Access to knowledge	2.1 Promote the role of the CRE as well as the principles of electoral representation and the rules of territorial delimitation	Creation of a website for the process of developing the Québec electoral map	April 7, 2015
			Elaboration of a public relations plan to raise awareness about the CRE and its electoral representation principles	March 2018

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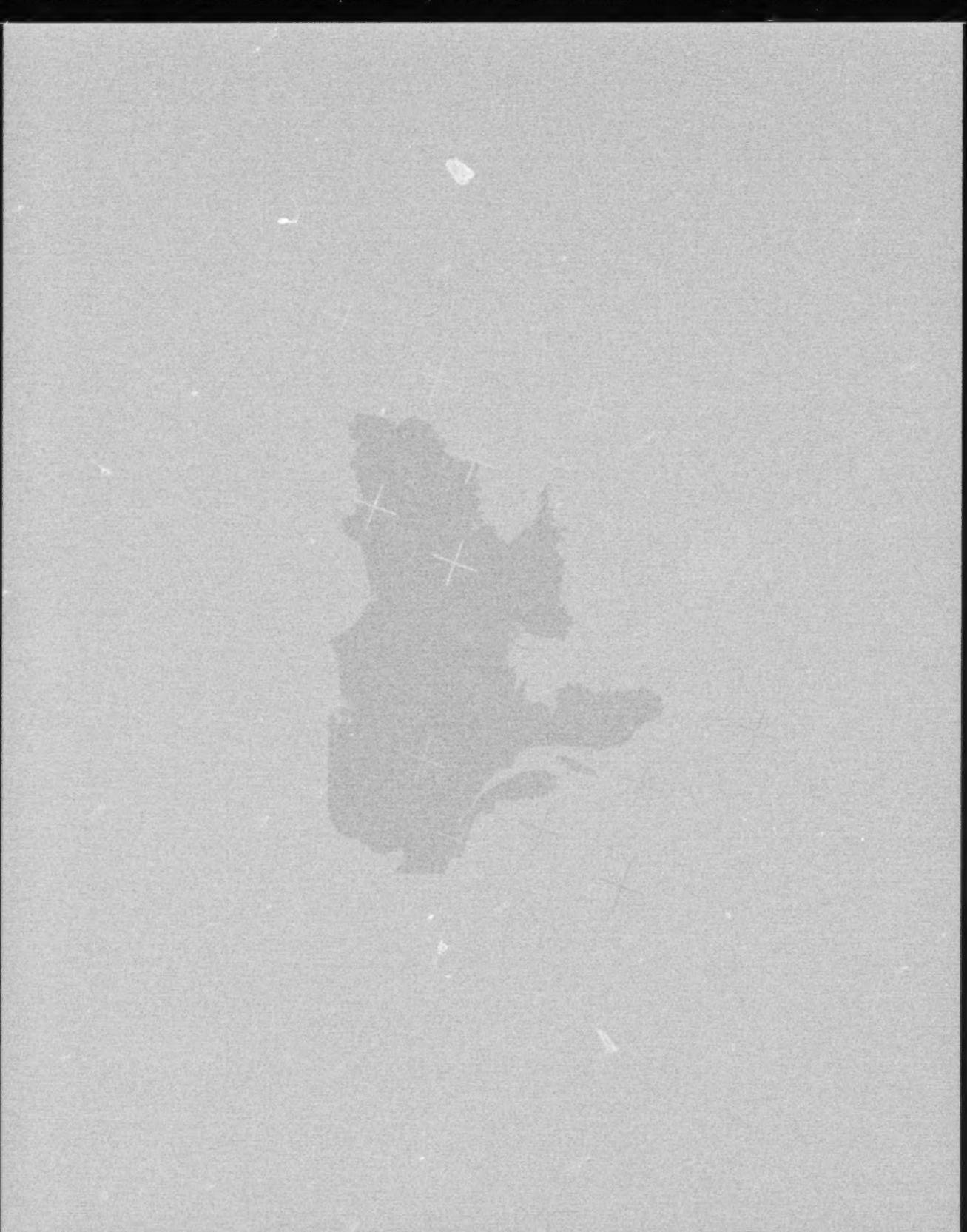

LE DIRECTEUR GÉNÉRAL
DES ÉLECTIONS DU QUÉBEC

Commission de la représentation électorale du Québec

DGE-6401 VA (14-05)